



Course Syllabus
August 28 – December 15, 2017
Online Section

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Office Hours: I will be available through the Canvas Classroom at least 5 days per week. I will answer all questions within 24-36 hours of the posting time.

Access to the Canvas classroom is at:

Emergency Warning System (911 Cellular)

Emergency Warning System for Texas A&M University – Central Texas

911Cellular is an emergency notification service that gives Texas A&M University-Central Texas the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in 911 Cellular through their myCT email account.

Connect at [911Cellular](https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management) [https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management] to change where you receive your alerts or to opt out. By staying enrolled in 911Cellular, university officials can quickly pass on safety-related information, regardless of your location.

1.0 Course Overview and Description: Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management is accomplished through the appropriate application and integration of project management processes grouped as initiating, planning, executing, monitoring and controlling, and closing, as provided in the Project Management Body of Knowledge (PMBOK Guide). This course provides a comprehensive overview of project management. The culture, principles, and basic techniques of project management are addressed using the project lifecycle as the primary organizational guideline. The project management functions of planning, organizing, motivating and controlling with an emphasis on the application to business and technology are explained. Basic tools of project management such as work breakdown structure, scheduling, contracting, earned value analysis, and risk management are explained and demonstrated.

1.1 Prerequisites: Graduate student status.

2.0 Course Objective: The student will be introduced to project management, and will be required to identify, describe, or demonstrate acquired knowledge within the four primary areas of project management: project selection and initiation, project planning, project execution and control, and project closing. Students will also be required to develop a project plan throughout the course and participate as a project manager in a project simulation. Students will demonstrate mastery of each topic by achieving 80% on each assignment and each quiz, as outlined in each module.

2.01. Meeting the Course Objective and Student Learning Outcomes. In meeting the course objective and learning outcomes, students must familiarize themselves with the course textbooks, including the PMBOK Guide, the project simulation location/files, MS Project software (or given Excel files), and APA manual. Students then must understand the requirements for each assignment, as written in the course syllabus and as described in the Canvas classroom, and read and study all required readings prior to completing assignments.

2.1 Student Learning Outcomes (SLOs)

SLO Number	Student Learning Outcome
SLO1.0	Project Selection and Initiation (Chapters 1-3; PMBOK Chapters 1-3, App X3).
SLO1.1	Apply project selection methods to evaluate the feasibility of projects.
SLO1.2	Assess project contribution to business strategy, purpose and plans.
SLO1.3	Determine and document project goals and performance requirements by working closely with project stakeholders.
SLO1.4	Define and document product or service deliverables.
SLO1.5	Select appropriate project management practices, tools and methodologies.
SLO1.6	Define constraints and assumptions.
SLO1.7	Define and document project schedule, budget, resources and quality.
SLO1.8	Evaluate alternative strategies in order to meet stakeholder requirements.
SLO1.9	Define performance criteria to support quality assurance effort.
SLO1.10	Assess and document project risks.
SLO1.11	Produce a project approval document for appropriate stakeholder review and decision.
SLO2.0	Project Planning (Chapters 4-9; PMBOK Chapters 1-6, 8, 9, 11-13).
SLO2.1	Define, analyze, refine and document project requirements, assumptions and constraints.
SLO2.2	Develop a Work Breakdown Structure (WBS).
SLO2.3	Develop the resource management plan and obtain commitments from resource providers.
SLO2.4	Analyze and refine project time and cost estimates to define project baseline, schedule and budget.
SLO2.5	Implement project control system to manage project change, communications, procurement, risk, quality and human resources.
SLO2.6	Develop a formal and comprehensive project plan, including, where applicable:
SLO2.6.1	Communications plan;
SLO2.6.2	Risk management plan;
SLO2.6.3	Change management plan;
SLO2.6.4	Resource management plan;
SLO2.6.5	Quality plan;
SLO2.6.6	Procurement management plan;
SLO2.6.7	Organization plan.
SLO2.6.8	Conduct processes to obtain project plan approval.
SLO3.0	Project Execution and Control (Chapter 10-13; PMBOK Chapters 2, 4, 5-9, 11-13, App X3).
SLO3.1	Commit project resources and procedures required to initiate and monitor the performance of work in accordance with the project plan.
SLO3.2	Implement the project plan by authorizing the execution of project activities required to produce project deliverables.
SLO3.3	Manage project progress by applying performance reporting, analysis and progress measurement techniques to ensure activities are executed as planned.

SLO Number	Student Learning Outcome
SLO3.4	Communicate project progress to stakeholders.
SLO3.5	Implement quality assurance procedures.
SLO3.6	Develop, lead and manage project teams.
SLO3.7	Measure project performance comparing results to the baseline.
SLO3.8	Identify needs for corrective action, obtain approvals, perform appropriate actions and evaluate effectiveness.
SLO3.9	Manage project scope changes.
SLO3.1	Reassess and update project control plans and practices to ensure effectiveness.
SLO3.11	Recognize and respond to risk events and issues.
SLO4	Project Closure (Chapters 14; PMBOK Chapters 2, 4, 5, 10, 12).
SLO4.1	Obtain final acceptance of deliverables from appropriate stakeholders.
SLO4.2	Document lessons learned.
SLO4.3	Facilitate administrative and financial closure.
SLO4.4	Preserve essential project records to adhere to legal and other requirements.
SLO4.5	Release project resources by following appropriate organizational procedures.
SLO4.6	Ensure project has been transitioned to operation, if applicable.

2.2 Module Goals

2.21 Module 1 (Project Selection, Initiation): (SLOs: 1.1-1.11) (**Chapters 1-3, 14; PMBOK Chapters 1-6, 9, 13**). Demonstrate understanding of project selection and initiation with a minimum of 80% mastery by: Identifying and describing methods of project selection, project risk assessment, and stakeholder management; and determining and defining project goals, assumptions, constraints, deliverables, schedules, budgets, resources, quality, and quality assurance.

2.22 Module 2 (Project Planning): (SLOs: 2.1-2.6.8) (**Chapters 4-9; PMBOK Chapters 1-6, 8, 9, 11, 12**). Demonstrate understanding of project planning with a minimum of 80% mastery by: Defining and refining project requirements, assumptions and constraints; and developing complete project scope documents, and comprehensive project plans including, objectives, work breakdown structures, schedules, resources, budgets, communications, procurement, risk management, quality assurance, and organizational structure.

2.23 Module 3 (Project Execution and Control): (SLOs: 3.1-3.11) (**Chapter 10-13; PMBOK Chapters 2, 4, 5-9, 11-13**). Demonstrate understanding of project execution and control with a minimum of 80% mastery by: Identifying and describing methods of leading project team members, managing project teams, resources, budgets, and schedules, and stakeholders; identifying and describing methods of measuring project performance, assessing and implementing project changes, and managing changes in the project scope; and identifying and describing methods of developing and implementing project controls and risk management.

2.24 Module 4 (Project Closure): (SLO: 4.1-4.6) (**Chapter 14; PMBOK Chapters 2, 4, 5, 10, 12**). Demonstrate understanding of project closure with a minimum of 80% mastery by identifying and describing methods of obtaining acceptance of deliverables, documenting lessons learned, releasing resources, transitioning from project to operations, and preserving essential project documents.

2.25 Module 5 (Project Simulation): (SLOs: 1.1 – 4.6). (**Chapters 1-16**). Demonstrate mastery of project management concepts through the successful completion of the project simulation.

3.0 Required Textbooks and Software:

3.1 Required Textbook: Larson, E. W., & Gray, C. F. (2018). *Project management, the managerial process* (7th Ed.). New York, NY: McGraw-Hill Irwin. ISBN: 978-1260151909 (Loose-leaf student version).

3.2 Required Textbook: American Psychological Association. (2010). *Publication manual of American Psychological Association* (6th Ed.). Washington, D.C.: Author. ISBN-13: 978-1-4338-0561-5.

3.3 Required Textbook: Project Management Institute (PMI) (2013). *A guide to the project management body of knowledge (PMBOK Guide)* (5th Ed.). (2013). Newtown Square, PA: Author. ISBN: 978-1-935589-67-9.

3.4 MS Project (2010). You will need to download a copy of Project 2010 (Evaluation) from: [Microsoft Project 2010 Demonstration and Evaluation Installation Pack](#).

Go to that site and follow the instructions for download. **Please note: Do not download until the instructor sends a message in the Canvas classroom** (this will be approximately 2-3 weeks into the term).

4.0 Course Requirements:

4.1 Online Course: This course is completely online and will be conducted in an asynchronous mode. The asynchronous mode does not require the students or the instructor to be online at any specified day or time. Daily work is completed by the student according to the weekly schedule in this syllabus, but at a time that is convenient to the student. This mode does require the instructor to be available (online), at least 5 days a week, to answer questions. Students are responsible for ensuring constant access to the Internet and operability of their personal computers. The week is counted as Monday – Sunday (with Sunday as the last day of the learning week). ***Please Note:*** The order of work should be: Read any instructor note(s) regarding the relevant topics, read, study, and understand the topics in the Project Management textbook, review the related topics in the PMBOK Guide, participate in the appropriate discussion threads, research and respond to the discussion questions, research and complete all written assignments, following the identified formatting requirements.

4.2 Online Course Classroom: The classroom will be in Canvas under this course’s name and section number. Access to Canvas is through the Texas A&M – Central Texas website: [Canvas Instructure](#). The course homepage provides a link for using Canvas. Please refer all technical problems to the Canvas help desk; contact information is on the Canvas login page.

Login to A&M-Central Texas Canvas [<https://tamuct.instructure.com>].

Username: Your MyCT username (xx123 or everything before the "@" in your MyCT e-mail address)
Password: Your MyCT password

Technology Support: For login problems, students should contact Help Desk Central.

24 hours a day, 7 days a week:

Email: helpdesk@tamu.edu

Phone: (254) 519-5466

[Web Chat](http://hdc.tamu.edu): [<http://hdc.tamu.edu>]

Please let the support technician know you are an A&M-Central Texas student.

For issues with **Canvas**, select “chat with Canvas support,” submit a support request to Canvas Tier 1, or call the Canvas support line: 1-844-757-0953, links to all are found inside of Canvas using the “Help” link.

4.3 Class Discussions: Select Discussions from the menu found on the left side of the Canvas class home page. All discussions and questions will be placed in their respective topics for ease of understanding by all class members and the instructor. All entries are threaded so that you may easily see a question and the

respective responses to that question. All class members are invited to fully participate in the discussions, assisting their class members when they are able. This means class members may answer questions if they know (or think they know) the answers. The instructor will always read each question and the respective answers to ensure correctness and accuracy.

4.4 Participation: Participation is very important online. You will be expected to participate four out of seven days a week in different discussions and to contribute **at least one substantive discussion message on each of those 4 days**. Participation is only counted in the Weekly Discussions Forum. This is a required part of your grade. Participation consists of messages you post **above and beyond** graded assignments (i.e. discussion question answers **ARE NOT** considered participation) – this would consist of new ideas, your perspectives, pointed follow-up questions, etc. **Participation must relate to the weekly learning topics** (see the instructor notes for the week). Discussion question responses, to other students' answers to the discussion question, will count towards the class participation requirement. When responding to a fellow student's discussion question response, copy the response into the weekly discussion forum, and then provide your response.

You will find it is much easier to keep up with an online class when you are logging in and participating regularly. Please note that both quantity and quality are important considerations when participating. For example, a message which says simply, "I agree," does not constitute participation because it does not add anything of substance to the discussion. Therefore, **all** of your participation posts, must be supported from literature, meaning you must provide a citation/reference, either to credit a source (via paraphrasing or quoting) or supporting your opinions/assertions. Additionally, reciting a definition, either from the textbook or PMBOK, without further discussion or application to your life experiences, does not constitute a substantive post. References and citations must be formatted according to APA. The length of a participatory post should be between 100 – 300 words.

4.4.1 Participation Grading: Each week you can earn a **maximum** of 4 points for participation. Each day that you participate, you will receive **1** point. Any day that you do not post any substantive messages, you will receive **0** points.

4.5 Discussion Questions (DQs): Answer the given discussion questions, in each learning week. Discussion question responses should be at between 150-300 words. Post discussion question responses, in the **Discussion Questions** forum in the threads provided. To respond, highlight the appropriate thread, click on **Reply**, type your response, and send. Please do not start a new thread for the weekly discussion questions. **Please Note:** DQs may be turned in prior to the due date (don't procrastinate).

Unlike your formal written assignments, I do not require your discussion question responses to adhere to specific formatting requirements (**NOTE:** references and citations must be formatted according to APA). However, please make sure to proofread carefully. Grammar and spelling errors may impact other students' understanding. Each correctly answered and substantive discussion question is worth 2 points. I expect your discussion question responses to reflect critical thought; therefore, for each discussion question, **cite at least one reference supporting your answer**. References may include the course's current textbooks and articles from the Texas A&M University – Central Texas online library (SLOs: 1.1 - 4.6). Responses to other students' DQs **will count** toward participation (but only in the Discussion thread).

Please note: Some discussion questions will ask you to conduct certain types of calculations based on the week's or previous weeks' learning. Ensure you provide your MS Word, MS Excel, and /or MS Project files along with your response. For these DQs, you will not have to cite a reference as you are conducting actual calculations.

4.6 Assignments:

4.6.1 Project Management Concepts and Applications Paper: Select a current or past project you have been involved with in your organization or community. Write an essay of no more than 1,050-words that includes the following elements (SLO 1.0):

- The project may not have been reported in a previous assignment, in previous courses at TAMUCT or other educational institutions.
- Review the materials in the Writing Guidelines (found in PM Tools).
- A brief description of the project, including an identification of the primary goals of the project
- A description of how this project met the definition and characteristics of a project as defined in CH1 of Project Management. Why would you consider it a project rather than day-to-day work?
- A description of the organizational structure, based on the structures discussed in CH2 of Project Management. Explain how this project fits within the organizational structure. Explain the pros and cons of the organizational structure in terms of the project outcomes.
- A description of the culture of the organization that includes concepts from CH3 of Project Management. How did the cultural norms affect this project from a positive or negative perspective?
- **You are required to cite any paraphrases, quotations, or support for your opinions/assertions; providing appropriate references on the references page.**
- Format your paper according to APA guidelines.

This will be a similarity checked assignment. You must achieve less than 10% similarity on the Similarity Index. If your similarity is greater than 10%, then you must contact the instructor for guidance. Be prepared to revise the paper until the 10% or less similarity is achieved (Please note: You may revise on your own).

4.6.2 Project Plan: Project Charter and Scope: Determine an idea for a project, with a start date of 3 months *after* the course end date (this means you will not have done any work on the project). Develop a project charter according to the PMBOK Guide and a project scope according to CH 4 of Project Management. Use the project scope checklist as paragraph headings for that section; do not include “6. Reviews with customers”. Include as part of the project scope a stakeholder analysis and a communications plan. The work breakdown structure (WBS) will be created in MS Project 2010 and transferred to a table in the assignment. The MS Project file will be turned in with the MS Word document. Format the paper (in MS Word) according to APA in terms of citations and references and use PMBOK Guide’s “Code of Accounts” numbering system for the paragraphs (SLO 2.0). **NOTE: You *must* use the Project Plan Template, as well as the other templates and files, found in the PM Tools (do not change the paragraph headings, but eliminate paragraphs that are not used). You are required to cite any paraphrases, quotations, or support for your opinions/assertions; providing appropriate references on the references page.**

NOTE: You are required to use the Project Plan Template found in the Project Tools in the Canvas Classroom. You will begin using the template (do not change any of the paragraph headings as these show you what you are required to submit) with each project plan assignment. You will continuously submit, and update the same template until you have completed your project plan at the end of the term. After a section has been graded, you will update/correct that section based on the instructor’s grading comments, then you will work the next section, per the course schedule.

NOTE: Ensure you follow the grading rubrics found at the end of this course syllabus.

4.6.3 Project Plan: Project Schedule and Budget: Develop a realistic project schedule taking in account

non-workdays and holidays and a realistic budget. Conduct research and use selected industry salaries, wages, and costs, etc. Create the schedule and budget in MS Project 2010 and transfer to the MS Word document. The MS Project file will be turned in with the MS Word document. Format the paper (in MS Word) according to APA in terms of citations and references and use PMBOK Guide's "Code of Accounts" numbering system for the paragraphs (SLO 2.0). **You are required to cite any paraphrases, quotations, or support for your opinions/assertions; providing appropriate references on the references page.**

4.6.4 Project Plan: Risk Analysis and Change Control Management: Develop a risk management plan identifying at least five primary risks that are relevant to the chosen project. Create a risk assessment matrix table in MS Word and quantify the likelihood and probability of the risk occurring, identify the effect of the risk, provide an overall risk assessment score, estimate when the risk could occur, and provide a risk control matrix, also in MS Word, explaining how each risk will be controlled. Then, develop the change control management plan describing how changes to the project scope, timeline, and budget for the chosen project will be requested, reviewed, approved, reported, and communicated. Additionally, identify who will be responsible for managing the change control process, reviewing and approving the change requests, and communicating the approved changes to project stakeholders and explain the role of change control management and discuss how changes to the project schedule and project budget will be managed. Format the paper (in MS Word) according to APA in terms of citations and references and use PMBOK Guide's "Code of Accounts" numbering system for the paragraphs (SLO 2.0). **You are required to cite any paraphrases, quotations, or support for your opinions/assertions; providing appropriate references on the references page.**

4.6.5 Project Plan: Execution, Monitoring and Control: In an essay, between 1,000 and 1,500 words, identify the steps taken to assemble, develop, and manage the project team and explain how the project execution will be managed and monitored. Explain the importance of project sponsorship and project leadership during project execution, and identify the method and explain the rationale of measuring and reporting project progress and performance. Format the paper (in MS Word) according to APA in terms of citations and references (SLO 3.0). This will be a similarity assignment. You must achieve less than 10% similarity on the Similarity Index. **You are required to cite any paraphrases, quotations, or support for your opinions/assertions; providing appropriate references on the references page.**

4.6.6 Project Plan: Final: The final project plan will incorporate the previous project management deliverables into a comprehensive and coherent project plan. The final plan will include additional sections describing the project retrospective process and the project closedown process that was followed for the project. Additionally, determine how the project retrospective process and the project closedown steps relate to each other and to the overall project structure. Submit comprehensive project management plan as a Microsoft® Word document. Format the paper (in MS Word) according to APA in terms of citations and references and use PMBOK Guide's "Code of Accounts" numbering system for the paragraphs (SLO 1.0-4.0).

This will be a similarity checked assignment. You must achieve less than 10% similarity on the Similarity Index. If your similarity is greater than 10%, then you must contact the instructor for guidance. Be prepared to revise the paper until the 10% or less similarity is achieved (Please note: You may revise on your own). **You are required to cite any paraphrases, quotations, or support for your opinions/assertions; providing appropriate references on the references page.**

4.7 Module Quizzes: There will be four quizzes that will be taken throughout the course. The quizzes will contain 10 questions concerning the topics within the current and previous learning modules and will be worth 3 points each. Knowledge and ability to apply the concepts of the relevant sections is required from both the course textbook and the PMBOK guide, as the questions are formatted in the style of the PMP

certification exam. **Please note, the quizzes were developed based on the PMBOK guide not Larson and Gray.** *The intent of the quizzes is not to see what you know or don't know but to give you an idea of what may be asked if you should test for your PMP.* Therefore, the quizzes are timed (50 minutes each) and will be open throughout the week. You will have one attempt only, on each quiz. The grading of the quizzes will be as follows: If you achieve:

75%-100%: You will receive full credit (3 points)

50%-74%: You will receive 80% credit (2.4 points)

30%-49%: You will receive 70% credit (2.1 points)

Less than 30%: You will receive the points as earned on the quiz.

4.8 Project Management Simulation: The required simulation is provided by Double Masters Simulations, who is a Project Management Institute approved Registered Education Provider. The simulation is based on the PMBOK Guide and covers the area of Project Integration Management, in particular the processes of:

- Develop Project Charter
- Develop Project Management Plan
- Direct and Manage Project Work
- Monitor and Control Project Work
- Perform Integrated Change Control
- Close Project or Phase

These processes will appear throughout the simulation as they occur within the project. In practice, these processes overlap and interact in ways that cannot be completely detailed in this simulation.

The simulation consists of an introduction section and seven lessons. Each student will work individually as the project manager. The simulation is scored using a 100 point system. For this course, successfully completing the simulation is the achievement of a minimum of 75 points. Full credit (100%) for the simulation will be awarded with a minimum simulation score of 80 points. Simulation scores between 75 and 79.99 will receive 80% credit for the simulation. Any score less than 75 will receive a grade based on the actual percentage earned. See the simulation link in the Canvas class for further simulation details and for the link to the actual simulation (SLOs: 1.0-4.0).

5.0 Grading Criteria

5.1 Grade Computation: Students earn their course grades by completing scheduled assignments; no extra credit assignments are given. To pass this course satisfactorily, students must complete each of the graded items listed below. Failure to complete appropriate assignments and exams may result in a failing grade. Refusal to complete homework assignments will result in a failing grade.

5.2 Grading Scale:

Letter Grade	Percentage	Point Range
A	90% - 100%	152.1 - 169
B	80% - 89.99%	135.2 - 152
C	70% - 79.99%	118.3 – 135.1
D	60% - 69.99%	101.4 – 118.2
F	59.99 & below	0 – 101.3

Final grades will be calculated as follows:

Assignments	Points	Percentage
Project Management Concepts and Applications Paper	10	6%
Project Plan: Project Charter and Scope	5	3%
Project Plan: Project Schedule and Budget	5	3%
Project Plan: Risk Analysis and Change Control Management	5	3%
Project Plan: Execution, Monitoring, and Control	5	3%
Project Plan: Final	20	12%
Quizzes 1 – 4 (3 pts ea)	12	7%
Participation (4 pts per week @ 15 wks)	60	36%
Discussion Questions (1 pt. per DQ @ 27 DQs)	27	16%
PM Simulation	20	12%
TOTAL	169	100%

6.0 Course Calendar

COURSE OUTLINE AND ASSIGNMENTS (16 Week)			
WK	Class/Activity	Subject	Assignment Due Dates
1 28 Aug – 3 Sep	Module 1 (Project Selection, Initiation) (SLOs: 1.1-1.11) Lecture 1	Chapter 1: Modern Project Management	Participation 28 Aug - 3 Sep
2 4-10 Sep (5 Sep L-Day)	Module 1 (Project Selection, Initiation) (SLOs: 1.1-1.11) Lecture 2	Chapter 2-3: Project selection, initiation, and organizational structure Project Management Concepts and Applications Paper	DQ 1: 8 Sep DQ 2: 9 Sep Participation 4-10 Sep 10 Sep
3 11-17 Sep	Module 2 (Project Planning) (SLOs: 2.1-2.6.8) Lecture 3	Chapter 4: Defining the project	DQ 3: 15 Sep DQ 4: 16 Sep Participation 11-17 Sep
4 18-24 Sep	Module 2 (Project Planning) (SLOs: 2.1-2.6.8) Lecture 4	Chapter 5: Estimating Project Times and Costs Project Plan: Project Charter and Scope	DQ 5: 22 Sep DQ 6: 23 Sep Participation 18-24 Sep 24 Sep
5 25 Sep-1 Oct	Module 2 (Project Planning) (SLOs: 2.1-2.6.8) Lectures 5-6	Chapter 6: Developing a Project Plan Project Quality (PMBOK) Quiz 1	DQ 7: 29 Sep DQ 8: 30 Sep Participation 25 Sep-1 Oct 25 Sep-1 Oct
6 2-8 Oct	Module 2 (Project Planning) (SLOs: 2.1-2.6.8) Lectures 6-7	Chapter 8: Scheduling Resources and Costs	DQ 9: 6 Oct DQ 10: 7 Oct Participation 2-8 Oct
7	Module 2 (Project	Chapter 7: Managing Risk	DQ 11: 13 Oct

COURSE OUTLINE AND ASSIGNMENTS (16 Week)			
WK	Class/Activity	Subject	Assignment Due Dates
9-15 Oct	Planning) (SLOs: 2.1-2.6.8) Lecture 8	Project Plan: Project Schedule and Budget	DQ 12: 14 Oct Participation 9-15 Oct 15 Oct
8 16-22 Oct	Module 2 (Project Planning) (SLOs: 2.1-2.6.8) Lecture 9	Chapter 9: Reducing Project Duration Quiz 2	DQ 13: 20 Oct DQ 14: 21 Oct Participation 16-22 Oct 16-22 Oct
9 23-29 Oct	Module 3 (Project Execution and Control) (SLOs: 3.1-3.11) Lecture 10	Chapter 13: Progress and Performance Measurement and Evaluation Project Plan: Risk Analysis and Change Control Management	DQ 15: 27 Oct DQ 16: 28 Oct Participation 23-29 Oct 29 Oct
10 30 Oct-5 Nov	Module 3 (Project Execution and Control) (SLOs: 3.1-3.11) Lecture 11	Chapter 10-11: Leadership and Managing Project Teams	DQ 17: 3 Nov DQ 18: 4 Nov Participation 30 Oct-5 Nov
11 6-12 Nov (11 Vet Day)	Module 3 (Project Execution and Control) (SLOs: 3.1-3.11) Lecture 12	Chapter 12: Outsourcing: Managing Inter-organizational Relations Quiz 3	DQ 19: 10 Nov DQ 20: 11 Nov Participation 6-12 Nov 6-12 Nov
12 13-19 Nov	Module 4 (Project Closure) (SLO: 4.1-4.6) Lecture 13	Chapter 14: Types of closures, evaluations, retrospectives Project Plan: Execution, Monitoring, and Control	DQ 21: 17 Nov DQ 22: 18 Nov Participation 13-19 Nov 19 Nov
13 20-26 Nov (T-Day 23-24)	Module 4 (Project closure) (SLO: 4.1-4.6)	Chapter 15: International Projects	DQ 23: 21 Nov DQ 24: 22 Nov Participation: Not Required – You receive a “bye” for this week
14 27 Nov-3 Dec	Project Plan Lecture 14	Chapter 16: Introduction to Agile PM Quiz 4	DQ 25: 1 Dec DQ 26: 2 Dec Participation 27 Nov-3 Dec 27 Nov – 3 Dec
15 4-10 Dec	Module 5 (PM Simulation)	Project Plan Final (SLOs: 1.1-4.6) PM simulation (Introduction, Lessons 1 – 3) (SLOs: 1.1-4.6)	3 Dec DQ 27: 8 Dec Participation 4-10 Dec 10 Dec
16 10-15 Dec	Module 5 (PM Simulation)	PM simulation (Lessons 4-7) (SLOs: 1.1-4.6)	14 Dec Bonus DQ: 14 Dec

7.0 University Resources, Procedures, and Guidelines

7.1 Drop Policy: If you discover that you need to drop this class, you must complete a [Drop Request Form](https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf) [https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf].

Professors cannot drop students; this is always the responsibility of the student. The Registrar's Office will provide a deadline on the University Calendar for which the form must be completed, signed and returned. Once you return the signed form to the Registrar's Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the Registrar's Office immediately. You are to attend class until the procedure is complete to avoid penalty for absence. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.

7.2 Academic Integrity: Texas A&M University -Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Academic integrity is defined as a commitment to honesty, trust, fairness, respect, and responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. Academic misconduct is any act that improperly affects a true and honest evaluation of a student's academic performance and includes, but is not limited to, cheating on an examination or other academic work, plagiarism and improper citation of sources, using another student's work, collusion, and the abuse of resource materials. All academic misconduct concerns will be reported to the university's Office of Student Conduct. Ignorance of the university's standards and expectations is never an excuse to act with a lack of integrity. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action. More information can be found at [Academic Integrity](#).

In this course, any evidence of cheating or collusion will result in a grade of zero (0) for each affected assignment or exam and each participating student will be reported to the Office of Student Conduct.

7.3 Academic Accommodations: At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier free education. The Department of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the University's programs, services and activities. If you believe you have a disability requiring reasonable accommodations please contact the Department of Access and Inclusion at (254) 501-5831. Any information you provide is private and confidential and will be treated as such.

For more information please visit our [Access & Inclusion](https://www.tamuct.edu/student-affairs/access-inclusion.html) webpage [https://www.tamuct.edu/student-affairs/access-inclusion.html].

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and guidance from US Department of Education's Office of Civil Rights, the Dean of Student Affairs' Office can assist students who are pregnant and/or parenting in seeking accommodations related to pregnancy and/or parenting. For more information, please visit <https://www.tamuct.departments/index.php>. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines online](http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf), please visit the website [http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf].

7.4 Tutoring: Tutoring is available to all A&M-Central Texas students, both on-campus and online. On-campus subjects tutored include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Tutors are available at the Tutoring Center in Warrior Hall, Suite 111. If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, or any other question, contact Academic Support Programs at 254-519-5796, or by emailing Larry Davis at Imdavis@tamuct.edu.

Chat live with a tutor 24/7 for almost any subject on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log-in and receive FREE online tutoring and writing support. This tool provides tutoring in over forty subject areas. Access Tutor.com through Canvas.

7.5 The University Writing Center: Located in 416 Warrior Hall, the University Writing Center (UWC) at Texas A&M University-Central Texas is a free workspace open to all TAMUCT students from 10am-5pm Monday-Thursday with satellite hours in the University Library on Mondays from 6:00-9:00pm. Students may arrange a one-on-one session with a trained and experienced writing tutor by visiting the UWC during normal operating hours (both half-hour and hour sessions are available) or by making an appointment via [WOnline](https://tamuct.mywconline.com/) [<https://tamuct.mywconline.com/>]. In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu to schedule an online tutoring session. Tutors are prepared to help writers of all levels and abilities at any stage of the writing process.

While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students' texts, offering guidance and support throughout the various stages of the writing process. In addition, students may work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the University Writing Center is here to help!

If you have any questions about the University Writing Center, please do not hesitate to contact Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu.

7.6 University Library: The University Library provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 250,000 eBooks and 82,000 journals, in addition to the 72,000 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at A&M-Central Texas are available through our website to help students navigate these resources. On-campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available twenty-four hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance, and may take place on Skype or in-person at the library. Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments.

Our 27,000-square-foot facility on the A&M-Central Texas main campus includes student lounges, private study rooms, group work spaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our [Library website](https://tamuct.libguides.com/) [https://tamuct.libguides.com/].

7.7 A Note about Sexual Violence at A&M-Central Texas

Sexual violence is a serious safety, social justice, and public health issue. The university offers support for anyone struggling with these issues. University faculty are mandated reporters, so if someone discloses that they were sexually assaulted (or a victim of Domestic/Dating Violence or Stalking) while a student at A&M-Central Texas, faculty members are required to inform the Title IX Office. If you want to discuss any of these issues confidentially, you can do so through Counseling Services (254-501-5956) located on the second floor of Warrior Hall.

Sexual violence can occur on our campus because predators often feel emboldened, and victims often feel silenced or shamed. It is incumbent on ALL of us to find ways to actively create environments that tell predators we don't agree with their behaviors and tell survivors we will support them. Your actions matter. Don't be a bystander; be an agent of change. For additional information on campus policy and resources visit the [Title IX webpage](https://www.tamuct.edu/departments/compliance/titleix.php) [https://www.tamuct.edu/departments/compliance/titleix.php].

7.8 Important University Dates:

August 28, Add/Drop/Late Registration begins

August 30, Add/Drop/Late Registration ends, 16-week and 1st 8-week classes

September 1, Priority Deadline to Submit Graduation Application

September 4, Labor Day, CAMPUS CLOSED

September 5, Last day to drop 1st 8-week classes with no record

September 13, Last day to drop 16-week classes with no record

September 22, Last day to drop a 1st 8-week class with a Q or withdraw with a W

October 6, Deadline to submit graduation

October 20, Last day to withdraw from the University (1st 8-week classes WF)

October 23, Add/Drop/Late Registration begins, 2nd 8-week classes

October 26, Add/Drop/Late Registration ends, 2nd 8-week classes

October 30, Last day to drop 2nd 8-week classes with no record

November 10, Veteran's Day

November 10, Last day to drop with a Q or withdraw with a W (16-week classes)

November 17, Last day to drop a 2nd 8-week class with a Q or withdraw with a W

November 23-24, Thanksgiving, CAMPUS CLOSED

December 15, Last day to withdraw from the University (16-week and 2nd 8-week classes)

December 15, Last day to file for Degree Conferral (Registrar's Office)

December 15, Commencement

December 25-January 1, WINTER BREAK

Appendix: Grading Rubrics

		Satisfactory	Progressing	Unsatisfactory
Discussion Questions (DQ)	Weight	100%	50%	0%
Discussion Question Responses	50%	The DQ was fully and correctly answered	The DQ was partially correctly answered	The DQ was incorrectly answered
Discussion is between 150-300 words	30%	Discussion is between 150-300 words	Discussion is between 100-150 words	Discussion is less than 100 words
Discussion is supported in literature (has at least one citation and reference).	20%	Discussion has at least one citation and reference	Discussion is missing either a citation or a reference	Discussion has no citation or reference

		Excellent	Satisfactory	Progressing	Unsatisfactory
PM Concepts/Applications Paper	Weight	100%	80%	70%	0%
Content covers all areas as stated in the syllabus	35%	Content covers all areas as stated in the syllabus	Content covers at least 75% of the areas stated in the syllabus	Content covers between 65%-75% of the areas stated in the syllabus	Content covers less than 65% of the areas stated in the syllabus
Essay Structure: The introduction, body, summary, references, and paragraphs are formatted and complete as detailed in the Essay Writing guideline.	25%	The essay structure follows the Essay Writing guidelines	The essay structure is formatted and complete with at least 75% of the items discussed in the guidelines	The essay structure is formatted and complete with between 65%-75% of the items discussed in the guidelines	The essay structure is formatted and complete with less than 65% of the items discussed in the guidelines
APA Format: The paper is formatted according to APA manuscripts, including title page, headings, citations, quotations, tables, figures, and references.	15%	The paper is formatted according to APA manuscript requirements	At least 75% of the paper is correctly formatted according to APA manuscript requirements	Between 65%-75% of the paper is correctly formatted according to APA manuscript requirements	Less than 65% of the paper is correctly formatted according to APA manuscript requirements
The essay is written using correct spelling and grammar	5%	Spelling and grammar are correct.	At least 80% of the spelling and grammar are correct	Between 70%-80% of the spelling and grammar are correct	Less than 70% of the spelling and grammar are correct
Turnitin Similarity	20%	Achieved less than 10% similarity			Received more than 10% similarity

		Satisfactory	Progressing	Unsatisfactory
Charter and Scope	Weight	100%	70%	0%
A well characterized project charter and scope is developed which include all relevant items listed in the PMBOK and the course textbook.	60%	The charter and scope are aligned with the PMBOK and course text. The scope checklist was used to develop paragraph headings, and the WBS, stakeholder analysis, and communications plan was included. The WBS was creating using MS Project.	At least 75% of the requirements were included in the assignment.	Less then 75% of the requirements were included in the assignment.
The charter and scope are supported in literature (has at least one citation and reference).	20%	The charter and scope assignment has at least one citation and reference	The charter and scope assignment is missing either one citation or reference.	The charter and scope assignment has no citation or reference.
Assignment and references formatting	20%	The assignment and references are correctly formatted according to APA and PMBOK.	There are 1 - 3 formatting errors.	There are more than three errors.

Appendix: Grading Rubrics

		Satisfactory	Progressing	Unsatisfactory
Schedule and Budget	Weight	100%	70%	0%
A well characterized and realistic schedule and budget is developed which include all relevant items listed in the PMBOK and the course textbook.	60%	The realistic schedule and budget are aligned with the PMBOK and course text and were created using MS Project.	The realistic schedule and budget were partially aligned with the PMBOK and course text. MS Project was used to create the schedule and budget.	The schedule is not aligned with the PMBOK or course text. MS Project was not used to create the schedule and budget.
The schedule and budget are supported in literature (has at least one citation and reference).	20%	The schedule and budget are supported by at least one relevant citation and reference.	The schedule and budget are missing either one citation or reference.	The schedule and budget are has no relevant citation or reference.
Assignment and references formatting	20%	The assignment and references are correctly formatted according to APA and PMBOK.	There are 1 - 3 formatting errors.	There are more than three errors.

		Satisfactory	Progressing	Unsatisfactory
Risk Analysis and Change Control MGT	Weight	100%	70%	0%
A well characterized risk analysis and change control plan is developed which include all relevant items listed in the PMBOK and the course textbook.	60%	The risk analysis and change control plan are aligned with the PMBOK and course text and includes all requirements outlined in the syllabus.	The risk analysis and change control plan are aligned with the PMBOK and course text and includes at least includes at least 80% of the requirements outlined in the syllabus.	The risk analysis and change control plan either are not aligned with the PMBOK and course text or does not include at least includes at least 80% of the requirements outlined in the syllabus.
The risk analysis and change control plan are supported in literature (has at least one citation and reference).	20%	The risk analysis and change control plan are supported by at least one relevant citation and reference.	The risk analysis and change control plan are missing either one citation or reference.	The risk analysis and change control plan are has no relevant citation or reference.
Assignment and references formatting	20%	The assignment and references are correctly formatted according to APA and PMBOK.	There are 1 - 3 formatting errors.	There are more than three errors.

Appendix: Grading Rubrics

		Excellent	Satisfactory	Progressing	Unsatisfactory
Execution Monitoring and Control	Weight	100%	80%	70%	0%
Content covers all areas as stated in the syllabus	35%	Content covers all areas as stated in the syllabus	Content covers at least 75% of the areas stated in the syllabus	Content covers between 65%-75% of the areas stated in the syllabus	Content covers less than 65% of the areas stated in the syllabus
Essay Structure: The introduction, body, summary, references, and paragraphs are formatted and complete as detailed in the Essay Writing guideline.	25%	The essay structure follows the Essay Writing guidelines	The essay structure is formatted and complete with at least 75% of the items discussed in the guidelines	The essay structure is formatted and complete with between 65%-75% of the items discussed in the guidelines	The essay structure is formatted and complete with less than 65% of the items discussed in the guidelines
APA Format: The paper is formatted according to APA manuscripts, including title page, headings, citations, quotations, tables, figures, and references.	15%	The paper is formatted according to APA manuscript requirements	At least 75% of the paper is correctly formatted according to APA manuscript requirements	Between 65%-75% of the paper is correctly formatted according to APA manuscript requirements	Less than 65% of the paper is correctly formatted according to APA manuscript requirements
The essay is written using correct spelling and grammar	5%	Spelling and grammar are correct.	At least 80% of the spelling and grammar are correct	Between 70%-80% of the spelling and grammar are correct	Less than 70% of the spelling and grammar are correct
Turnitin Similarity	20%	Achieved less than 10% similarity			Received more than 10% similarity

		Excellent	Satisfactory	Progressing	Unsatisfactory
Final Project Plan	Weight	100%	80%	70%	0%
Content: Complete Project Plan	50%	The project plan covers all areas as stated in the course syllabus. Previous plan sections have been corrected as required.	The project plan covers at least 75% of the areas stated in the course syllabus and the submitted sections were corrected, as required.	The project plan covers between 65%-75% of the areas stated in the course syllabus and the submitted sections were partially corrected, as required.	The project plan covers less than 65% of the areas stated in the course syllabus OR the previous plan sections were not corrected as required.
Essay Structure: The introduction, body, summary, references, and paragraphs are formatted and complete as detailed in the Essay Writing guideline.	15%	The essay structure follows the Essay Writing guidelines	The essay structure is formatted and complete with at least 75% of the items discussed in the guidelines	The essay structure is formatted and complete with between 65%-75% of the items discussed in the guidelines	The essay structure is formatted and complete with less than 65% of the items discussed in the guidelines
APA Format: The paper is formatted according to APA manuscripts, including title page, headings, citations, quotations, tables, figures, and references. Exceptions to APA are as noted in the course syllabus.	10%	The paper is formatted according to APA manuscript requirements	At least 75% of the paper is correctly formatted according to APA manuscript requirements	Between 65%-75% of the paper is correctly formatted according to APA manuscript requirements	Less than 65% of the paper is correctly formatted according to APA manuscript requirements
The plan is written using correct spelling and grammar	5%	Spelling and grammar are correct.	At least 80% of the spelling and grammar are correct	Between 70%-80% of the spelling and grammar are correct	Less than 70% of the spelling and grammar are correct
Turnitin Similarity	20%	Achieved less than 10% similarity			Received more than 10% similarity